



September 8, 1971
NUMBER 1100.9

ASD(M&RA)

Department of Defense Directive

**SUBJECT Military-Civilian Staffing of Management Positions
 in the Support Activities**

**Refs: (a) DoD Directive 1100.9, subject as above, April 24,
 1957 (hereby cancelled)**

**(b) DoD Directive 1400.5, "Statement of Personnel
 Policy for Civilian Personnel in the Department
 of Defense", January 16, 1970**

**(c) DoD Directive 1430.2, "Assignment of Responsibilities
 for Civilian Career Programs, May 9, 1966**

**(d) DoD Instruction 1430.1, "Civilian Career Development, "
 September 28, 1955**

L REISSUANCE AND PURPOSE

A. This Directive updates and reissues reference (a).

**B. Effective management of commercial and industrial-type
support activities within the Department of Defense
requires staffing policies which:**

- 1. adequately recognize the knowledge, experience and
skills possessed by both military and civilian personnel;**
- 2. relate this knowledge, experience and skill to job
requirements and;**
- 3. promote the most effective military-civilian team
effort.**

**C. Within this framework, it is the purpose of this Directive
to establish Department of Defense policy with regard to
military-civilian staffing of management positions in the
support activities and provide attractive career opportuni-
ties for both military and civilian personnel.**

II. CANCELLATION

Reference (a)" i-s hereby superseded and cancelled.

III. APPLICABILITY

The provisions of this Directive apply to the Military Departments, the Defense Agencies, and the Office of the Secretary of Defense, hereinafter referred to collectively as "DoD Components."

IV. DEFINITIONS

- A. Management positions are defined to include the responsible officials and their principal assistants at the division, branch, section, and comparable level and above, for both operating and staff and service functions.
- B. Support activities, for the purpose of this Directive, are those activities primarily in the Continental United States, of a commercial-industrial type, such as research and development, procurement, manufacturing, supply and warehousing, maintenance of equipment, communication and transportation, and such administrative and professional activities as budgeting and accounting, legal, medical, personnel administration and public relations.

V. OBJECTIVES

- A. To improve the management of support activities by the operation of military and civilian career systems so as to produce competent military and civilian personnel and to provide attractive career opportunities.
- B. To delineate the types of positions to be filled by military personnel and by civilian personnel as a means to provide reasonable opportunities for the development of both types of personnel at all levels.

VI. POLICY

- A. Criteria for designating management positions as military or civilian in the support activities:
 - 1. Military personnel normally will be assigned to management positions when required by law, when

the position requires skills and knowledge acquired primarily through military training and experience, and when experience in the position is essential to enable the officer personnel to assume responsibilities necessary to maintain combat-related support and proper career development.

2. Civilian personnel normally will be assigned to management positions when the specialist skills required are usually found in the civilian economy and continuity of management and experience is essential and can be better provided by civilians. Proper civilian career development will be essential in these determinations.
3. Military and civilian personnel assigned to management positions must be qualified by training and experience for such positions and be expected to perform fully the duties of the positions to which assigned.
4. Maximum utilization of personnel will be effected and no more than one person will be assigned to perform duties which can be effectively performed by one individual.
5. The line of authority and supervision in support activities need not necessarily be military. Any level of supervisory authority may be exercised in support activities by either civilian or military personnel. The exercise of supervisory authority by civilian personnel over military personnel does not preclude superior officers of such military personnel from exercising military discipline or other military-type obligations pertaining to uniformed personnel.

B. Key Management Positions

1. Civilian personnel are needed in great numbers in a wide range of essential support activities in the Department of Defense. To attract and retain competent civilian personnel at all levels the Department of Defense must offer these persons sound career opportunities, including opportunity to rise to key positions.

- 2* To provide these career opportunities it is important that key management positions at all levels of responsibility in the support activities are open to qualified civilian as well as military personnel. This includes positions in field and headquarters offices in the direct line of authority immediately below the Activity Head, which positions are normally called Office Director or , Department Head and Division Chief; and in some instances, the position of head of an activity also appropriately may be designated for civilian incumbency.

VII. ACTION REQUIRED

- A. Positions will be designated as military or civilian on manning documents, staffing guides, career development ladders or similar Departmental personnel planning documents.**
- B. Positions which might be designated as "military or civilian" will be designated appropriate to one or the other, but not both; reasonable opportunities for career development will be an important factor in these instances.**
- C. Positions designated "military" or "civilian" not currently filled in" accordance with such designations should be adjusted on a phased basis as vacancies occur in order to avoid separations because of the conversion of positions. Positions may be filled with personnel of a category other than that designated when qualified persons are not available. In these cases, action will be initiated to recruit or develop needed replacements.**
- D. Each functional area, such as res earth and development, supply, production, transportation, personnel, comptroller, will be reviewed to assure that there are career opportunities for military and civilian per sonnel within the functional area, pursuant to subsection VI." A. , particularly VI. A. 5.**
- E. Civilian career development programs being developed pursuant to DoD Instruction 1430.1 and DoD Directive 1430.2 (references (c) and (d)) will be related to the key management positions designated for civilian incumbency to assure an adequate supply of fully qualified civilian personnel.**

VIII. EFFECTIVE DATE AND IMPLEMENTATION

This Directive is effective immediately. Existing regulations will be modified as necessary to conform with this Directive and two copies of revised regulations, and changes thereto, will be furnished the Assistant Secretary of Defense (Manpower and Reserve Affairs) within 60 days.

A handwritten signature in black ink, appearing to read "Donald H. Rumsfeld", is positioned above the title. The signature is fluid and cursive.

Deputy Secretary of Defense